



Framing, Generating, & Sharing Innovation

A step by step guide
towards innovation



Introduction

Pillows are the gateways to dreams, and dreams are the desire for change and innovation. **If you want to dream big, remember to consult your Pillow.**

This toolkit includes five activities that will guide you through the process of framing a problem, generating ideas, and sharing your ideas for feedback.

About us

Pillow facilitates workshops and programs that have taught thousands of people innovation methodologies through practical, hands-on experiences. Based in Colombia, Pillow has worked with clients from more than 28 different industries across the globe, including Adidas, UNICEF, H+M, Hasbro, and Samsung. Pillow's expertise spans three categories: creativity and innovation, teamwork and leadership, and communication skills.



Before we get started

While most people assume innovation is about creating something new, **Pillow** defines innovation as **the execution of ideas that are generating impact**. Innovation might look different from organization to organization, but there are a few key traits that all innovations require:



Energy: Approaching things with excitement and confidence.



Collaboration: Having safe spaces to try new things for diverse and multidisciplinary teams.



Questioning: Refusing to accept things the way they are.



Bravery: Embracing uncertainty and being open to new ideas.

If you can develop these traits you can unlock your innovation potential.

We believe anyone can make innovation happen. So, as we embark on this innovation learning journey let's keep these key components in mind when taking on the various tasks ahead.

Glossary

Throughout this guide we will mention the key concepts in the innovation process that we have identified over the years. Considering these concepts will help you gain a deeper understanding of our method and its purpose.

We have described them for you here so you can consult when in doubt.

Situation	A circumstance or happening that is either impacting an organization, a community, an ecosystem.
Problem	A situation that impacts in a negative way and prevents growth.
Opportunity	A situation that, if addressed, could have a positive impact in the future.
Innovation	The execution of ideas that add value or have a positive impact on human life and coexistence with other living things.
Idea	A possibility of a solution to the problem or opportunity at hand.
Brainstorming	Process in which you generate, individually or in a group, the largest quantity of ideas in a limited time.
Points	Elements or components of a situation.
Pointstorming	Process in which you list and then connect the current and future elements found in a situation to inspire ideas.

Having these concepts clear will facilitate your mastery of the innovation process. With a strong grasp of what's ahead let's move to **Phase 01: Framing Innovation.** ►

1 Framing Innovation

Innovation cannot begin without first identifying a situation that can provide a problem or an opportunity to solve.

Innovative people question everything while maintaining an open mindset and attitude. Many great ideas come from observation. When you approach any situation that is problematic or that presents an opportunity, seek to understand what caused this situation to exist. In doing so, you may identify a field of action in a problem or an opportunity worth solving.

Every situation can be placed into one of four categories: **Snowball**, **Indifferent**, **Magnifying**, and **Star**. This categorization is purely to provide structure to your storming process.



SNOWBALL

A snowball situation is one that starts small, but as time goes on the impact of the situation gets bigger and bigger.
For example, if one person litters, it doesn't feel like a large action, but if everyone did it, there would be a much bigger problem.



INDIFFERENT

An indifferent situation is one that most people fail to pay attention to, or that seemingly does not have much importance.
For example, approaches to managing your files including naming conventions and proper organization.



MAGNIFYING

A magnifying situation attracts an outsized share of everyone's focus and attention.
For example, the goal of the month at your company or department may be so commonly discussed that it distracts from other problems at hand.



STAR

A star situation can be one of two things.
1. *It can be a situation in which someone has a goal in mind, and they are constantly thinking about how they can achieve that goal.*
2. *It can be a situation in which there is a success story (even a hypothetical one) that the person is constantly comparing their idea to.*

Using the **"What's the situation?"** worksheet will allow you to uncover a situation worth innovating for. **Think about a situation in your everyday life – home or work – that may present a problem or opportunity worth pursuing.** It's important to realize that experience and instinct can play a big role in helping you identify these situations. You do not have to be an expert! By asking the right questions, you might find that you've had the answers since the beginning.

Think about where this situation might be placed: *Is it a snowball, indifferent, magnifying, or star situation? Is it an opportunity (positive) or a problem (negative)? What is the primary cause? What effects does it have on the long term? For whom?*

What's the situation?
Identify the main situations that are or will impact the growth of your idea, project or organization.
Describe a situation based on these 4 categories: Snowball, Indifferent, Magnifying, and Star.

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Situation	Description	Causes	Effects	Stakeholders
SNOWBALL Small situation that in time will grow to have a bigger impact.	Briefly describe the situation	Primary cause Secondary cause	Short term Long term	People Organizations or other
INDIFFERENT A situation that has been easily ignored.	Briefly describe the situation	Primary cause Secondary cause	Short term Long term	People Organizations or other
MAGNIFYING A situation under high scrutiny.	Briefly describe the situation	Primary cause Secondary cause	Short term Long term	People Organizations or other
STAR An ideal or near perfect situation. (It can be hypothetical)	Briefly describe the situation	Primary cause Secondary cause	Short term Long term	People Organizations or other

Access all of our worksheets in [Pillow_English > Worksheets.PDF](#)

After you've filled out the worksheet, select **one of these situations** that you would like to innovate within. Feel free to select the situation that feels **most relevant or exciting** to you right now. If you'd like further guidance on how to select an idea, consider the one that creates the most impact for the least effort.

This is the situation that you will carry forward into **Phase 02: Generating Innovation.** ►

2 Generating Innovation

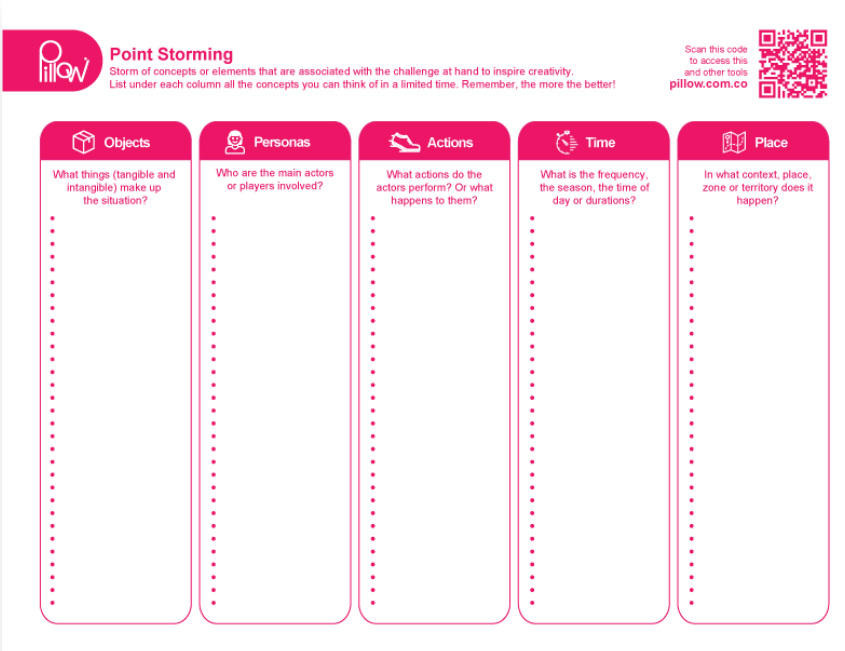
Now that you have selected a situation to innovate within, it's time to begin the process of Generating Innovation by Point Storming exercise.

Point Storming is not the same thing as brainstorming.






This process is not designed to give you ideas right away. Instead, this is a **tool to trigger inspiration**.

- ① To begin, think about the situation you have uncovered in the first phase.
- ② In as granular a manner as possible, attempt to break this situation down into five categories: **objects, personas, actions, time, and place**.

We recommend that you spend 3-5 minutes per category, and challenge yourself to think of as many "points" as you possibly can. **Try to think beyond the obvious!**



The worksheet is titled "Point Storming" with the Pillow logo. It includes a QR code and the website "pillow.com.co". The worksheet is divided into five columns, each with a header, an icon, a question, and a list of dots for notes.

 Objects	 Personas	 Actions	 Time	 Place
What things (tangible and intangible) make up the situation?	Who are the main actors or players involved?	What actions do the actors perform? Or what happens to them?	What is the frequency, the season, the time of day or durations?	In what context, place, zone or territory does it happen?
.....

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Objects

What things (tangible and intangible) make up the situation?



Personas

Who are the main actors or players involved?



Actions

What actions do the actors perform? Or what happens to them?



Time

What is the frequency, the season, the time of day or durations?



Place

In what context, place, zone or territory does it happen?

For example, if the situation you are innovating for is that you often forget your partner's important dates like birthday or anniversaries, then you can probably list the following:

 Objects	 Personas	 Actions	 Time	 Place
<ul style="list-style-type: none"> • Cards • Smartphone • Computer • Flowers 	<ul style="list-style-type: none"> • Best friend • Secretary • Brother • Mother 	<ul style="list-style-type: none"> • Cooking • Surprising • Serenading • Working 	<ul style="list-style-type: none"> • Constant • Morning • Now • Monthly 	<ul style="list-style-type: none"> • Restaurant • Office • Italy • Beach


- 3 Next, it's time to start connecting the points to generate an idea. Start by randomly connecting 2-3 points at a time in order to inspire your idea generation. Then **try to connect one point from each category and see what happens!** It's OK if the ideas feel strange. Just follow your instinct.


 Objects	 Personas	 Actions	 Time	 Place
<ul style="list-style-type: none"> • Cards • Smartphone • Computer • Flowers 	<ul style="list-style-type: none"> • Best friend • Secretary • Brother • Mother 	<ul style="list-style-type: none"> • Cooking • Surprising • Serenading • Working 	<ul style="list-style-type: none"> • Constant • Morning • Now • Monthly 	<ul style="list-style-type: none"> • Restaurant • Office • Italy • Beach

For example, if we connect **"cards"**, **"best friend"**, and **"now"**, we might generate an idea for ***buying gifts and writing a thoughtful card ahead of an anniversary***. This can be done by using a ***special app that contains recommended messaging and products that are curated by your partner's best friend***.

The process of **Point Storming** is a complement to divergent and convergent thinking exercises used in other methods for generating ideas. This forced association activity has proved, in our experience, to **challenge even the most traditional and common ideas and sparked many out-of-the-box solutions**.

- ④ For each idea that you generate, add it to the **Brain Writing** worksheet by first recording the “points” selected and then completing the sentence “My idea is...”. **Remember, the more ideas, the better!** Don't worry too much about being practical at this stage of the process.


Brain Writing
 Register the highest number of ideas under a 5 minute time lapse.
 First register the points selected in Point Storming and then write the idea.
 This exercise should be done individually and in silence. Then share.

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●	<input type="text"/> + <input type="text"/> + <input type="text"/> + <input type="text"/> + <input type="text"/>	My idea is...
●	<input type="text"/> + <input type="text"/> + <input type="text"/> + <input type="text"/> + <input type="text"/>	My idea is...
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Access all of our worksheets in [Pillow_English > Worksheets.PDF](#)

Cards + Best friend + Now + +

1 My idea is...
 A special app that contains recommended messaging and products that are curated by your partner's best friend.

Now that you have generated all kinds of ideas through the Generating Innovation activities, review those ideas, and select those three that excite you the most to take into **Phase 03: Measuring Innovation.** ►

3 Measuring Innovation

How do we measure the quality of our ideas? Oftentimes generating an idea is actually a lot easier than selecting the right one. To help you make that decision, we have the **Radar of Great Ideas**.

- 1 To begin, put your idea in the blank space provided.

Radar of great ideas
Evaluate and prioritize your ideas based on: **Impact** ∟ Will it change somebody's life? **Innovation** ∟ Does it wow you? **Viability and Sustainability** ∟ Can you live from it? **Coherence** ∟ Does it solve the situation? and a **Wild card** criteria of your choice.

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Idea 1

Idea 2

Idea 3

For example:

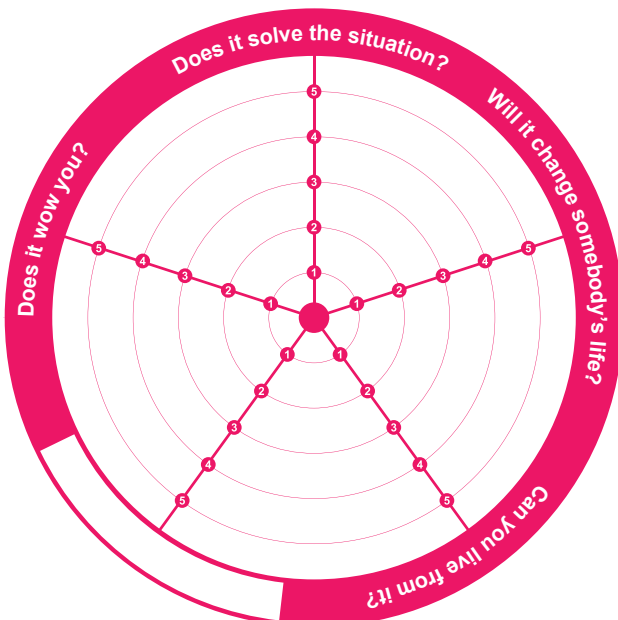
Total score

Idea 1

A special app that contains recommended messaging and products that are curated by your partner's best friend.

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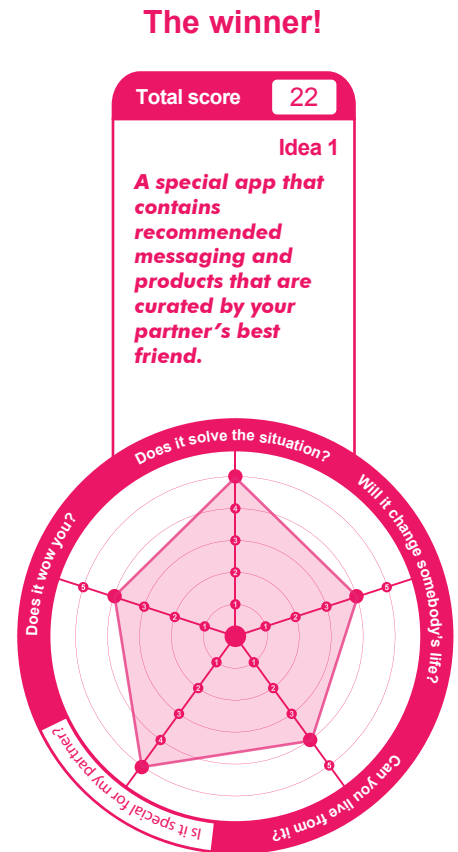
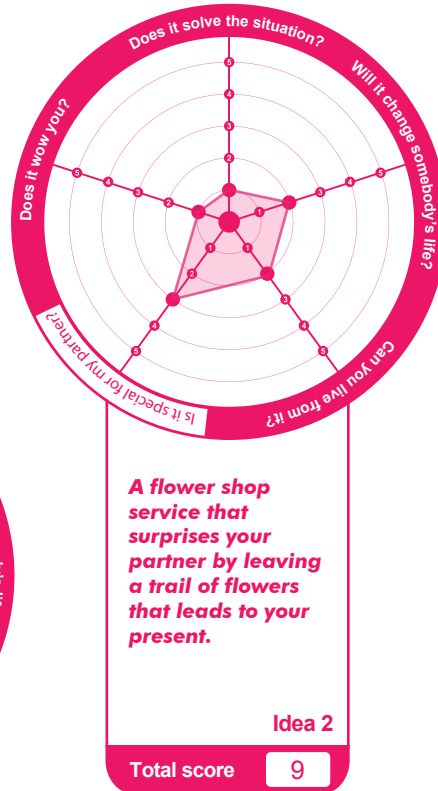
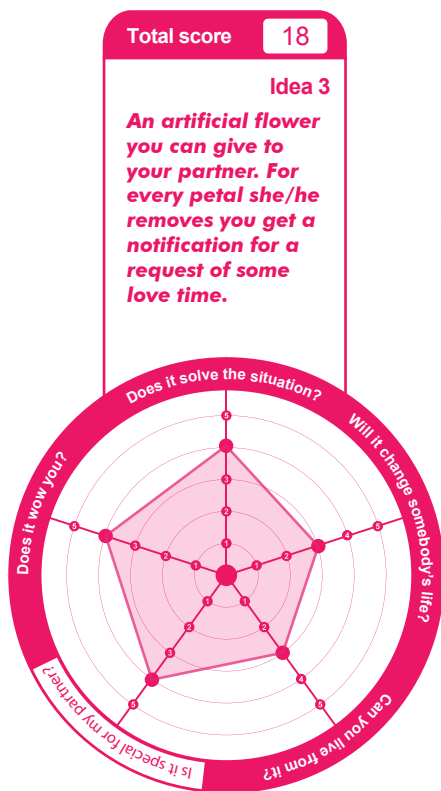
- 2 Next, you'll notice that each "radar" has five attributes that you can use to evaluate your ideas.



- **Coherence:** Does it solve the problem or opportunity you've identified?
- **Impact:** Will it change somebody's life?
- **Viability and Sustainability:** Could you live from the idea?
- **Innovation:** Does it wow you?
- **Wild card:** Blank space to write your own.

- ③ For each of these attributes, rate your perception on a scale of **one to five**. Once you've rated each of the five attributes, add up the total number of points, and put the score in the box marked **"Total score"**.
- ④ The one with the **highest score** moves forward. If you have a tie, consider **getting feedback from someone else** for a fresh perspective. This is a very simple and straightforward way to evaluate ideas.

For example:



You had a tie? Ask a friend to rate your ideas in the scale and add up to your total.

Idea 1

Coherence: (1) (2) (3) (4) (5)

Impact: (1) (2) (3) (4) (5)

Viability: (1) (2) (3) (4) (5)

Innovation: (1) (2) (3) (4) (5)

Wild Card: (1) (2) (3) (4) (5)

Total:

Idea 2

Coherence: (1) (2) (3) (4) (5)

Impact: (1) (2) (3) (4) (5)

Viability: (1) (2) (3) (4) (5)

Innovation: (1) (2) (3) (4) (5)

Wild Card: (1) (2) (3) (4) (5)

Total:

Idea 3

Coherence: (1) (2) (3) (4) (5)

Impact: (1) (2) (3) (4) (5)

Viability: (1) (2) (3) (4) (5)

Innovation: (1) (2) (3) (4) (5)

Wild Card: (1) (2) (3) (4) (5)

Total:

4 Sharing Innovation

Now that you know which idea you are moving forward with, **it's time to share your idea to the world!**

And one of the best ways to explain your idea is to show it in a **visual and compelling way is a storyboard**. So we suggest you get your coloring pens and start drawing your idea. Each frame is the representation of a step where your main actor interacts with your idea.

Title:



Describe what's happening

.....

.....

Title:



Describe what's happening

.....

.....

Title:



Describe what's happening

.....

.....

Title:



Describe what's happening

.....

.....

You've probably cleared out a few details of your idea with the Storyboard exercise and are ready to **craft the perfect pitch!**

Our final worksheet, **Structure of a Pitch**, includes a series of prompting questions to help you structure your pitch. We recommend following the order from left to right, but feel free to adjust the order or add other types of information based on your audience, and the goals you want to achieve.

Structure of a pitch
Step by step guide to build the perfect pitch for your idea or project.
This tool proposes a base structure which can be delivered in a different order or omitting or adding some steps how you see fit.

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1. Why?	2. How?	3. What?	4. Closure
Alert about the problem you want to solve	How would you tackle the problem? How would you achieve this?	What's the name of your idea? What it's about? What makes it stand out?	What's your call of action? How do you want to be remembered?
<i>You might also include...</i> What are the current solutions?	<i>You might also include...</i> Have you tested the idea?	<i>You might also include...</i> Why are you the perfect team?	<i>You might also include...</i> Together we can...
In the last decade... Everyday we encounter...	We want to change this by... To solve this we will focus on...	This app is called... and it helps... It consists of a system...	Together we can... For this to work we need...

Access all of our worksheets in [Pillow_English > Worksheets.PDF](#)

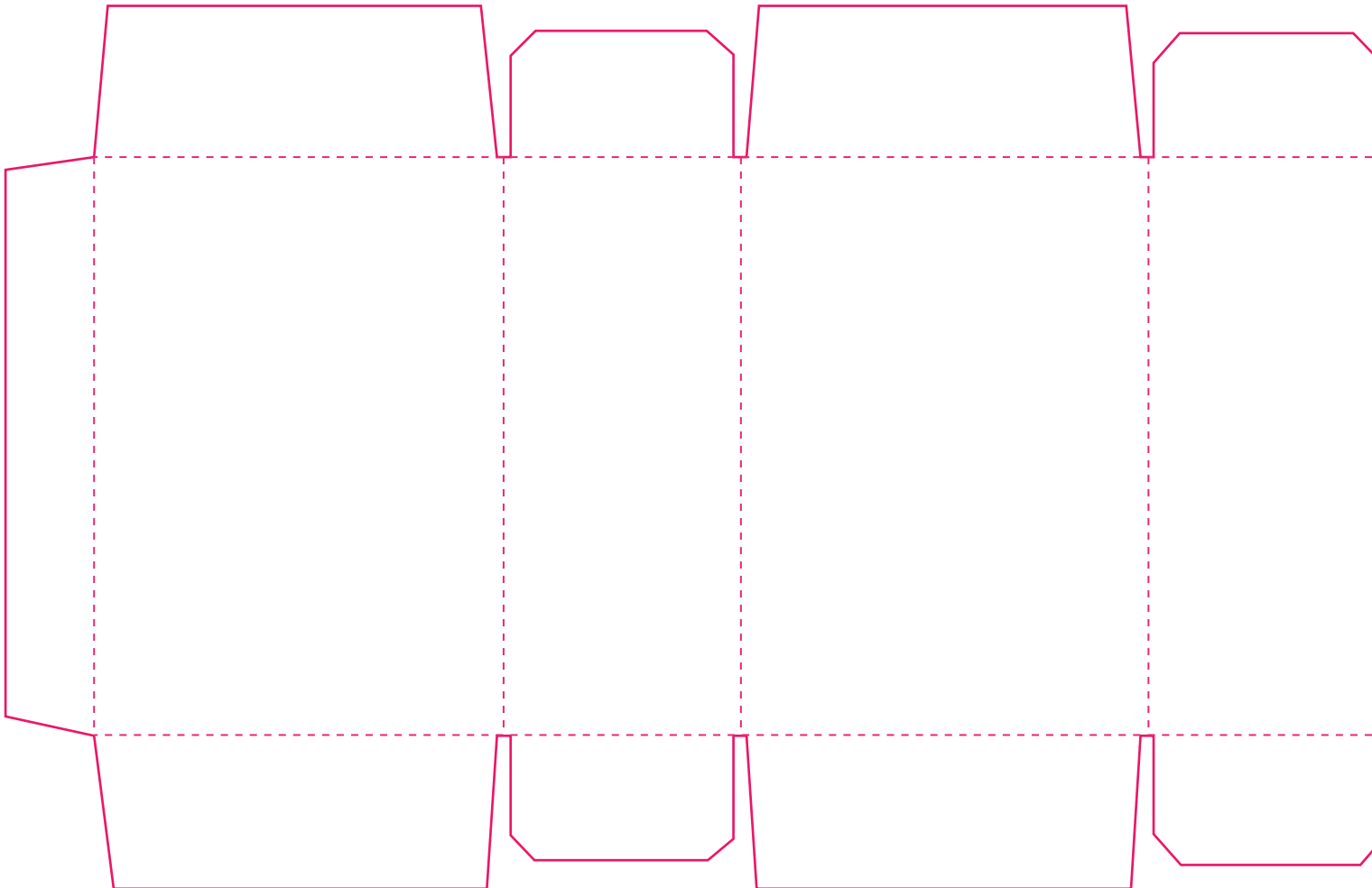
1. Why?	2. How?	3. What?	4. Closure
How often do you forget your special someone's anniversary? In a recent study, more than 60% have confirmed it is the number one reason for breaking up.	Putting alarms on the calendar just doesn't cut it, for you still need to think about other tedious parts of the process like buying the gift or setting up other details.	And so we have designed Forget Me Not, a special app that not only alerts you about the date, it also recommends love messages and products that are curated by your partner's best friend.	Download our app now and secure your feelings and your partner with Forget Me Not.

After you've filled this out, **we recommend sharing your pitch** with at least **five people** in order to collect feedback and refine your idea as needed. **Innovation is an iterative process** where you constantly validate and grow your idea to create the desired impact.

BONUS: Design your own cereal box!

After consulting with your pillow all night about what your next innovation is going to be, you are eager to start the day. You hear your stomach rumbling, a clear signal that its time for breakfast. You don't want to waste time in any fancy and intricate breakfast. Rather you need something quick yet delicious that will give you the right energy to spark your creativity and flavor to feed your confidence.

Here's your mission: Design your own cereal box that will give you the perfect boost to make your ideas come true.



Few notes of inspiration

Type of cereal

Think about first the what kind of cereal you want: sugary, healthy, gourmet, etc. This will give a clear visual of the content and feel of the design.

Nutritional table

This part shows the amount of each component inside the cereal. We want you to think about these ingredients like key attributes, behaviours, things or environment you need to feed your ideas.

Back of the box

Don't forget about this part. This could play an important role in the interaction.



Time to say: see you soon!

Throughout this toolkit, we've given you a set of tools and a process that structures thinking, measuring and sharing your ideas. So feel free to improvise in the parts to make your own process but you can always look back to get things forward.

And remember, **it is only through practice and experience that you can get better at coming up with smarter ideas.**

By creating a culture of practicing innovation, and remembering to utilize the key components - **bringing energy, inspiring collaboration, keep questioning, and growing in your bravery**; you will create improved working or living situations for those around you.



Let's innovate

Innovation is for everyone, not just the big companies.

Keep practicing and let us know if you need any help or advice!

Also, we'd love to hear about the ideas you've generated using these tools.

For that we have added a bonus worksheet at the end of the toolkit that you can use to share with us and the rest of the world by using the **#ConsultingWithPillow** or feel free to email **Monica** at monica.fajardo@pillow.com.co. We're happy to support you in your journey.

Check out <https://www.pillow.com.co/> for more!



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